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C O N F I D E N T I A L SECTION 01 OF 07 OTTAWA 003275

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SERIAL: (U) IIR 6 815 0016 05.

COUNTRY: (U) CANADA (CA).

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TAGS: PARM  
SUBJECT: IIR 6 815 0016 05/AIR FORCE STRATEGIC VECTORS  
DOCUMENT ESTABLISHES WAY AHEAD FOR CANADIAN AIR FORCE (U)

WARNING: (U) THIS IS AN INFORMATION REPORT, NOT FINALLY  
EVALUATED INTELLIGENCE. REPORT IS CLASSIFIED C O N F I D E N  
T I A L/NOFORN.

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DEPARTMENT OF DEFENSE  
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SOURCE: A. (C/NF) //6 815 0199//SENIOR HOST NATION MILITARY  
OFFICER WITH DIRECT ACCESS TO INFORMATION REPORTED. PREVIOUS  
REPORTING HAS BEEN RELIABLE.

1B. (C/NF) //6 815 0357// SENIOR HOST NATION MILITARY OFFICER  
WITH DIRECT ACCESS TO INFORMATION REPORTED. PREVIOUS  
REPORTING HAS BEEN RELIABLE.

1C. (C/NF) //6 815 0362// SENIOR HOST NATION MILITARY OFFICER  
WITH DIRECT ACCESS TO INFORMATION REPORTED. PREVIOUS  
REPORTING HAS BEEN RELIABLE.

1D. (U) CANADIAN FORCES WEBSITE,  
WWW.AIRFORCE.FORCES.GC.CA/VISION , OTTAWA, CANADA, 20040719,  
(U) IN ENGLISH AND FRENCH. FACTUAL INFORMATION RELEASED BY  
THE CANADIAN GOVERNMENT.

1E. (C/NF) //6 815 0224//SENIOR HOST NATION MILITARY OFFICER  
WITH DIRECT ACCESS TO INFORMATION REPORTED. PREVIOUS  
REPORTING HAS BEEN RELIABLE.

1F. (C/NF) //OTS-6-815-0004-05// SENIOR HOST NATION MILITARY  
OFFICER WITH DIRECT ACCESS TO INFORMATION REPORTED.

SUMMARY: (U) THE CANADIAN AIR FORCE LAYS OUT FUTURE VECTORS  
TO FOLLOW IN ORDER TO ACCOMPLISH ITS TRANSFORMATION VISION.  
ENCLOSURE.

TEXT: 1. (C) THIS REPORT SUPPLEMENTS PREVIOUS REPORTING ON  
THE CANADIAN AIR FORCE TRANSFORMATION VISION. SEE CITED IIR  
FOR SUMMARY OF THE CANADIAN AIR FORCE TRANSFORMATION VISION.

12. (U) THIS DOCUMENT DESCRIBES THE CONTEXT AND STRATEGIC  
DIRECTIONS (VECTORS) THE AIR FORCE HOPES TO TAKE TO  
ACCOMPLISH ITS TRANSFORMATION VISION. THERE ARE FIVE MISSION  
THEMES AND EIGHT "STRATEGIC VECTORS" THE AIR FORCE INTENDS TO  
EMBARK ON TO ACHIEVE THEIR GOALS. IN ORDER TO IMPROVE  
READABILITY, FIELD COMMENTS WILL BE INCLUDED AFTER EACH TOPIC.

13. (U) ((BEGIN SUMMARY)) STRATEGIC VECTORS OUTLINES OUR  
VISION FOR THE FUTURE: TO TRANSFORM THE AIR FORCE FROM A  
PRIMARILY STATIC, PLATFORM-FOCUSED AIR FORCE TO AN  
EXPEDITIONARY, NETWORK-ENABLED, RESULTS-FOCUSED AEROSPACE  
FORCE FOR THE 21ST CENTURY. THE CORE ELEMENT OF THIS  
TRANSFORMATION IS TO ENSURE THE HIGH QUALITY AND JOINT  
RELEVANCE OF CANADA'S AIR FORCE TEAM BY LEVERAGING THE  
INTELLECTUAL SKILLS OF OUR HIGHLY SKILLED, WELL-EDUCATED,  
PEOPLE. WE WILL RELY ON IMPROVED OPERATIONAL CONCEPTS AND  
ADVANCED TECHNOLOGY TO GET THE BEST RESULTS FOR CANADIANS.  
THIS STRATEGIC INTENT WILL GUIDE ALL OTHER AIR FORCE PLANNING  
DOCUMENTS.

14. (U) ALTHOUGH THIS TRANSITION WILL TAKE TIME TO IMPLEMENT,  
THE AIR FORCE LEADERSHIP IS COMMITTED TO THIS LONG-TERM GOAL.  
APPROPRIATE INVESTMENT, THE INTRODUCTION OF NEW CAPABILITIES  
AND, POTENTIALLY, THE ELIMINATION OR REFOCUSING OF OTHERS  
WILL BE REQUIRED. WE ARE COMMITTED TO FINDING THE NECESSARY  
RESOURCES THROUGH REPRIORITIZATION AND REALLOCATION. WHILE  
SUCH MEASURES WILL BE TOUGH, THEY ARE ESSENTIAL. WHERE THESE  
STEPS MAY NOT BE ADEQUATE, WE WILL SEEK ADDITIONAL RESOURCES.

TRANSFORMING THE AIR FORCE WILL NOT BE EASY; SIGNIFICANT  
ELEMENTS OF OUR STRUCTURE, CULTURE AND OPERATIONS MUST

CHANGE. BUT WE ARE CONFIDENT THAT THE PROFESSIONAL MEN AND WOMEN OF THE AIR FORCE ARE UP TO THIS TASK. CANADIANS EXPECT AND DESERVE NO LESS. (FIELD COMMENT: THE MOST DIFFICULT ASPECT OF COMPLETING THE TRANSFORMATION WILL BE GETTING THE GOVERNMENT TO ALLOCATE THE RESOURCES. SEEKING THE RESOURCES IN CANADA IS MUCH DIFFERENT THAN FINDING THEM. MOST OF THE POTENTIAL SAVINGS FROM REPRIORITIZATION AND REALLOCATION HAVE ALREADY BEEN HARVESTED. THIS SECTION CLEARLY OPENS THE DOOR TO CANADA RELINQUISHING OR DRAMATICALLY DOWNSIZING CAPABILITIES IT CAN NO LONGER AFFORD.)

**15.** (U) CANADIAN FORCES BACKGROUND. THE CANADIAN FORCES IS COMPRISED OF THREE COMMANDS: MARITIME, LAND FORCE AND AIR COMMAND. THEY ARE COLLECTIVELY RESPONSIBLE FOR ORGANIZING, EQUIPPING AND TRAINING CANADIAN MILITARY FORCES EMPLOYED ON OPERATIONS. WHILE THE CANADIAN FORCES REMAINS A UNIFIED FORCE, AND BY LAW IS ONLY ONE SERVICE, IT HAS BECOME COMMON PRACTICE TO REFER TO THE THREE COMMANDS AS THE ARMY, NAVY AND AIR FORCE AND TO DISCUSS THEM AS IF THEY WERE SEPARATE SERVICES. THE ARMY, NAVY AND AIR FORCE HAVE DISTINCTLY DIFFERENT CULTURES AND TRADITIONS, AND THEY UNDERTAKE IDENTIFIABLY DISTINCT OPERATIONAL ACTIVITIES. EACH SERVICE MAINTAINS DISTINCTIVE CAPABILITIES TO UNDERTAKE THEIR ACTIVITIES, BUT ALL THREE HAVE A FUNDAMENTAL RESPONSIBILITY IN JOINTLY DEFENDING OUR COUNTRY AND PROTECTING CANADIAN SECURITY INTERESTS. TOGETHER, THEY CONTRIBUTE TO A FORCE THAT IS GREATER THAN THE SUM OF ITS PARTS.

**16.** (U) ONE AIR FORCE. THE LAND AND NAVAL FORCES OF SOME COUNTRIES HAVE THEIR OWN AIR AND AVIATION ASSETS, BUT CANADA'S ARMY AND NAVY DO NOT. THEY RELY ON THE AIR FORCE TO PROVIDE SUCH ASSETS TO CONTRIBUTE TO THEIR OPERATIONS. FOR EXAMPLE, THE AIR FORCE PROVIDES AIRCRAFT FOR SOVEREIGNTY PATROLS WITHIN CANADA'S MARITIME AREAS AND OVER ITS NORTHERN TERRITORY. IT ALSO PROVIDES HELICOPTERS TO EMBARK ON NAVY SHIPS AND TO DEPLOY WITH ARMY UNITS. AS PART OF ITS STRATEGIC PLANNING, THE AIR FORCE WILL ENSURE THAT IT CAN CONTINUE TO MEET THE REQUIREMENTS OF LAND AND MARITIME COMMANDERS. IT WILL ALSO PURSUE IMPROVED INTEROPERABILITY, AND EXPLORE NEW METHODS OF JOINT OPERATIONS WITH THE NAVY AND ARMY. (FIELD COMMENT: THE FACT THE AIR FORCE SUPPORTS ARMY AND NAVY AVIATION REQUIREMENTS IS ASSUMED AND NOT VERY WELL RESPECTED BY THE NAVY AND ARMY. THEY GIVE LITTLE SUPPORT TO RECAPITALIZING THE AIR FORCE ASSETS WHICH SUPPORT THEM AND ACTIVELY COMPETE FOR THE DOLLARS THAT SUPPORT AIR FORCE ARMY/NAVY SUPPORT AIRCRAFT, ADVOCATING EXPENDITURES ON NAVY SHIPS AND ARMY MODERNIZATION OVER SUPPORT AIRCRAFT.)

**17.** (U) VISION. TO REMAIN A RELEVANT INSTRUMENT OF NATIONAL POLICY, THE AIR FORCE MUST BE CAPABLE OF CONTRIBUTING EFFECTIVELY TO THE SECURITY OF CANADIANS AND THE PROTECTION OF CANADIAN SECURITY INTERESTS WELL INTO THE 21ST CENTURY. TO DO THIS, THE AIR FORCE WILL MOVE FROM A PRIMARILY STATIC, PLATFORM-FOCUSED AIR FORCE TO AN EXPEDITIONARY, NETWORK-ENABLED, CAPABILITY-BASED AND RESULTS-FOCUSED AEROSPACE FORCE. IN BECOMING THIS FORCE, WE INTEND TO BUILD ON THE CHARACTERISTICS, DESCRIBED IN THE MISSION STATEMENT BELOW, THAT HAVE ENABLED THE AIR FORCE TO EFFECTIVELY DISCHARGE ITS RESPONSIBILITIES FOR MANY DECADES.

**18.** (U) AEROSPACE FORCE TRANSFORMATION. TRANSFORMING THE AIR FORCE OVER THE LONGER-TERM INTO AN AEROSPACE FORCE MEANS BECOMING RESPONSIBLE FOR PROVIDING CANADIAN FORCES PERSONNEL WITH THE SPACE KNOWLEDGE AND UNDERSTANDING REQUISITE TO EFFECTIVE CANADIAN FORCES OPERATIONS. THE AIR FORCE WILL EMBRACE THIS BROADER RESPONSIBILITY AND INCORPORATE THIS KNOWLEDGE, GAINED FROM ITS LONG-STANDING INVOLVEMENT IN U.S. SPACE-RELATED ACTIVITIES, INTO AIR FORCE OCCUPATIONS, PROFESSIONAL DEVELOPMENT, DOCTRINE AND OPERATIONS.

**19.** (U) AN EXPEDITIONARY FORCE. EXPEDITIONARY OPERATIONS ARE THOSE THAT ARE UNDERTAKEN AWAY FROM WHERE WE CONDUCT OUR ROUTINE TRAINING AT HOME INSTALLATIONS. THEY INVOLVE OPERATIONS UNDERTAKEN THROUGHOUT CANADA'S VAST TERRITORY AND MARITIME AREAS. THEY ALSO INVOLVE OPERATIONS OUTSIDE OUR NATIONAL BORDERS, WHETHER WITHIN NORTH AMERICA OR FURTHER ABROAD. RECENT OPERATIONAL EXPERIENCE HAS REINFORCED THE NEED FOR THE AIR FORCE TO DEPLOY TO MEET OUR NATIONAL, CONTINENTAL AND GLOBAL RESPONSIBILITIES. THIS DEPLOYMENT CAPABILITY NEEDS TO BE SYSTEMATIC AND SUSTAINABLE. (FIELD COMMENT: CANADA HAS THE CAPABILITY TO DEPLOY ONE "SIX-PACK" OF F/A-18'S, INCLUDING REQUIRED SUSTAINMENT AND SUPPORT EQUIPMENT).

**110.** (U) FUTURE NETWORK-ENABLED AEROSPACE FORCE. NETWORK-ENABLED OPERATIONS ARE THOSE THAT EMBODY MANY CONCEPTS OF THE INFORMATION AGE TO INCREASE COMBAT POWER AND MILITARY EFFECTIVENESS. THEY INVOLVE NEW WAYS OF THINKING ABOUT HOW WE ACCOMPLISH OUR MISSIONS AND THEY EMPLOY ROBUST NETWORKED FORCES TO IMPROVE INFORMATION SHARING, AND ENHANCE THE QUALITY OF INFORMATION AND SITUATIONAL AWARENESS. THIS ENABLES IMPROVED COLLABORATION, SYNCHRONIZATION AND SPEED OF COMMAND THAT, IN TURN, DRAMATICALLY INCREASES MISSION EFFECTIVENESS. THE AIR FORCE CURRENTLY EMPLOYS AIRCRAFT

INDIVIDUALLY OR IN COMBINATION WITH OTHER AIRCRAFT TO ACCOMPLISH OPERATIONAL OBJECTIVES. WHILE ADVANCED-TECHNOLOGY BASED PLATFORMS WILL CONTINUE TO PLAY AN IMPORTANT ROLE IN THE FUTURE, THEY WILL NEED TO BE INCREASINGLY NETWORKED WITH A GREATER NUMBER AND TYPE OF PLATFORMS, SYSTEMS AND PEOPLE FOR SUCCESS IN OPERATIONS. THIS WILL INVOLVE CONNECTING SENSORS, OPERATORS AND DECISION-MAKERS WITH NETWORKS TO COMMUNICATE AND SHARE QUALITY DATA FOR EFFECTIVE AND TIMELY DECISION-MAKING AND SUCCESS IN OPERATIONS. THIS CONNECTIVITY IS THE ESSENCE OF A NETWORK-ENABLED FORCE. NETWORK-ENABLED FORCES WILL NEED TO OPERATE SIMULTANEOUSLY IN SEVERAL DOMAINS. (FIELD COMMENT: CANADA HAS CHOSEN "NETWORK-ENABLED OPERATIONS" VICE NET-CENTRIC OPERATIONS" AS THEIR MANTRA FOR IMPROVING C4ISR IN OPERATIONS. CANADIANS FEEL THAT THE NETWORK IS NOT THE CENTER OF THE OPERATION, MERELY A FACILITATOR AND THEY WANT TO FOCUS ON GETTING THE INFORMATION WHERE IT NEEDS TO BE, VICE FOCUSING ON THE INFORMATION ITSELF.)

**¶11. (U) CAPABILITY-BASED AND RESULTS-FOCUSED.** THE AIR FORCE HAS ADOPTED CAPABILITY-BASED PLANNING AS THE MEANS BY WHICH AEROSPACE CAPABILITIES ARE ACQUIRED AND MAINTAINED. THE TERM CAPABILITY IS USED TO REFER TO OUR ABILITIES TO DO THINGS AS AN AIR FORCE. OUR CORE COMPETENCIES ARE:

**1A. (U) DEVELOPING PROFESSIONAL 'AIRMEN';**

**1B. (U) GENERATING RELEVANT AEROSPACE POWER CAPABILITIES; AND**

**1C. (U) APPLYING EFFECTIVE JOINT AEROSPACE POWER.** AT AN AIR FORCE LEVEL, WE UNDERTAKE OPERATIONAL ACTIVITY WITH FUNDAMENTAL, CONTRIBUTING, ENABLING AND SUPPORT CAPABILITIES. FUNDAMENTAL CAPABILITIES, SUCH AS AEROSPACE CONTROL, ARE ESSENTIAL FOR THE CONTROL OF AEROSPACE AND AS ENABLERS FOR SUCCESS IN JOINT MILITARY OPERATIONS. CONTRIBUTING CAPABILITIES, SUCH AS MARITIME ANTI-SURFACE WARFARE AND AIR-TO-SURFACE SURVEILLANCE, MAKE ESSENTIAL CONTRIBUTIONS TO THE OPERATIONS OF OTHER SERVICES AND GOVERNMENT DEPARTMENTS. ENABLING CAPABILITIES SUCH AS AIR MOBILITY AND INTELLIGENCE, SURVEILLANCE AND RECONNAISSANCE, ARE ESSENTIAL ENABLERS FOR MANY OPERATIONS OF THE ARMY, NAVY AND AIR FORCE.

**¶12. (U) MISSION THEME ONE: COMBAT CAPABILITY.** THE FIRST MISSION THEME IS TO BE COMBAT-CAPABLE FOR FUTURE OPERATIONS. AS STATED EARLIER, THE FUNDAMENTAL AND MOST DEMANDING ROLE FOR THE AIR FORCE IS TO GENERATE, APPLY AND SUSTAIN AEROSPACE POWER IN COMBAT OPERATIONS - DOMESTICALLY IN DEFENCE OF THE NATION OR ABROAD ALONGSIDE ALLIES OR COALITION PARTNERS. THIS REQUIRES COMBAT CAPABLE FORCES THAT ARE EQUIPPED, TRAINED AND READY TO CARRY OUT DEMANDING MISSIONS AGAINST HIGHLY CAPABLE ADVERSARIES. WHILE AIRCRAFT AND EQUIPMENT ACQUIRED FOR COMBAT CAN GENERALLY BE USED TO EXECUTE PEACETIME ROLES, AIRCRAFT AND EQUIPMENT ACQUIRED FOR PURELY PEACETIME ROLES OFTEN HAVE LITTLE, IF ANY, VALUE IN COMBAT. COMBAT-CAPABILITY, THEREFORE, SHOULD FORM THE BASIS OF OTHER CAPABILITIES. AIRCRAFT AND OTHER SYSTEMS MUST BE EQUIPPED FOR THEIR ANTICIPATED OPERATING ROLES AND AIRCREW TRAINED TO OPERATE DURING THE DAY, AT NIGHT, IN A VARIETY OF WEATHER AND AGAINST INTEGRATED THREAT SYSTEMS. FUTURE COMBAT CAPABILITIES WILL REQUIRE INCREASINGLY AGILE, PRECISE, LETHAL AND SURVIVABLE HIGH-TECHNOLOGY PLATFORMS. SUFFICIENT NUMBERS OF PEOPLE, AIRCRAFT, STOCKPILES OF AMMUNITION AND OTHER CONSUMABLES MUST BE ACQUIRED TO SUSTAIN COMBAT OPERATIONS ONCE ENGAGED. SINCE COMBAT SKILLS ARE PERISHABLE, THEY MUST BE PRACTICED REGULARLY.

**¶13. (U) MISSION THEME TWO: MEANINGFUL AND SUSTAINABLE FORCES RELEVANT FOR FUTURE OPERATIONS.** TO BE RELEVANT, THE AIR FORCE NEEDS MILITARILY MEANINGFUL AND SUSTAINABLE FORCES CAPABLE OF BEING EMPLOYED ACROSS A SPECTRUM OF ACTIVITY AND CONFLICT. HAVING MILITARILY MEANINGFUL FORCES MEANS BEING APPROPRIATELY EQUIPPED, TRAINED AND READY TO MAKE A SUBSTANTIVE MILITARY CONTRIBUTION TO A COALITION EFFORT OR DOMESTIC SECURITY TASK AND NOT SIMPLY ONE THAT IS SYMBOLIC. HAVING SUSTAINABLE FORCES MEANS HAVING SUFFICIENT NUMBERS OF PERSONNEL, AEROSPACE PLATFORMS AND SYSTEMS, EQUIPMENT, WEAPONS, MATERIEL, INFRASTRUCTURE AND CONSUMABLES TO MAINTAIN CAPABILITY AND SUSTAIN OPERATIONS OVER TIME WHETHER AT HOME OR WHILE DEPLOYED ABROAD. COMBAT-CAPABLE, MULTIPURPOSE FORCES AND AEROSPACE PLATFORMS THAT ARE CAPABLE OF BEING USED FOR MORE THAN ONE PURPOSE PROVIDE THE FLEXIBILITY NECESSARY TO BE CAPABLE OF BEING EMPLOYED ACROSS A SPECTRUM OF ACTIVITY AND CONFLICT.

**¶14. (U) MISSION THEME THREE: RAPID RESPONSE -- TO BE RESPONSIVE FOR FUTURE OPERATIONS.** RESPONSIVENESS IN MILITARY OPERATIONS IS AMONG THE STRENGTHS OF AIR FORCES AND IT STEMS FROM READINESS AND SPEED. READINESS REFERS TO THE PROFICIENCY AND PREPAREDNESS REQUIRED TO DEPLOY FORCES IN A TIMELY MANNER AND TO EMPLOY THEM EFFECTIVELY IN OPERATIONS. THE READINESS OF SOME AEROSPACE FORCES MUST BE KEPT HIGH TO CAPITALIZE ON THE FUNDAMENTAL SPEED ADVANTAGE OF AEROSPACE POWER PLATFORMS. THIS SPEED CONFFERS AN ADVANTAGE OVER SURFACE-BASED PLATFORMS SUCH AS SHIPS AND VEHICLES. THE COMBINATION OF HIGH READINESS AND SPEED ALLOWS THE AIR FORCE TO RESPOND RAPIDLY WHEN AND WHERE THE GOVERNMENT DECIDES IT HAS A NEED TO SEND MILITARY FORCES. (FIELD COMMENT: BAGOTVILLE, C-130 READINESS)

**115. (U) MISSION THEME FOUR: EXPEDITIONARY REACH AND POWER --**  
TO BECOME 'EXPEDITIONARY' FOR FUTURE OPERATIONS. THIS MEANS  
HAVING SUSTAINABLE REACH AND POWER APPROPRIATE TO NATIONAL  
AND GLOBAL RESPONSIBILITIES. THE AIR FORCE IS TASKED WITH  
NATIONAL, CONTINENTAL AND GLOBAL RESPONSIBILITIES.  
DURING THE COLD WAR, CANADA'S AIR FORCE GREW TO BECOME  
ACCUSTOMED TO STATIC OPERATIONS FROM ESTABLISHED BASES. THE  
VOLATILE POST-COLD WAR ENVIRONMENT HAS PLACED A PREMIUM ON  
BEING FULLY DEPLOYABLE, OFTEN AT SHORT NOTICE, TO LOCATIONS  
FAR FROM HOME. THE AIR FORCE MUST NOW BE CAPABLE OF  
DEPLOYING, BEING EMPLOYED, SUSTAINED AND RE-DEPLOYING FROM  
LOCATIONS, INCLUDING THOSE THAT ARE UNPREPARED, AROUND THE  
GLOBE. HAVING REACH APPROPRIATE TO GLOBAL INTERESTS MEANS  
HAVING THE ABILITY TO MOVE EQUIPMENT, SUPPLIES AND PERSONNEL  
TO, FROM, BETWEEN AND WITHIN THEATRES OF OPERATION. MOVEMENT  
BY AIR IS NORMALLY THE MOST EXPEDITIOUS OPTION, ESPECIALLY  
WHEN LONG DISTANCES ARE INVOLVED - WHETHER OVERSEAS OR WITHIN  
CANADA. HAVING REACH ALSO MEANS BEING ABLE TO DEPLOY AND  
SUSTAIN FORCES IN OPERATIONS WHEREVER THE GOVERNMENT SENDS  
US, DOMESTICALLY OR ABROAD.

**116. (U) MISSION THEME FIVE: INTEROPERABLE AND NETWORKED**  
FORCES. THE FIFTH MISSION THEME IS TO BE INTEROPERABLE AND  
'NETWORKED' FOR FUTURE OPERATIONS.  
WHILE AIR FORCES CAN BE EMPLOYED ON INDEPENDENT OPERATIONS,  
THERE ARE FEW FUTURE SITUATIONS ENVISAGED WHERE CANADA'S AIR  
FORCE WOULD OPERATE ALONE. WITHIN NORTH AMERICA, OUR AIR  
FORCE WILL NEED TO BE INTEROPERABLE WITH THE UNITED STATES  
AIR FORCE. DOMESTICALLY, JOINT AND INTER-AGENCY OPERATIONS  
WILL BECOME INCREASINGLY NECESSARY TO ENSURE THE SECURITY OF  
CANADA AND ITS PEOPLE. SUCCESS IN FUTURE OPERATIONS WILL  
DEPEND ON BEING NETWORKED WITH MANY DIFFERENT ORGANIZATIONS,  
SYSTEMS AND PLATFORMS THROUGH DATA-LINKS, SECURE AND  
NON-SECURE COMMUNICATION SYSTEMS AND COMBAT IDENTIFICATION,  
AIRSPACE CONTROL, AND AIR TRAFFIC MANAGEMENT SYSTEMS.  
ABROAD, WE WILL NEED TO BE INTEROPERABLE WITH COALITION  
FORCES - ONES THAT WILL OFTEN BE LED BY THE UNITED STATES AND  
GENERALLY BE COMPRISED OF ARMY, NAVY AND AIR FORCE  
FORMATIONS. EQUIPMENT, DOCTRINE AND PLANNING MUST TAKE INTO  
ACCOUNT INTEROPERABILITY REQUIREMENTS WITH THE UNITED STATES  
AND THOSE OF OTHER COALITION PARTNERS.

**117. (U) PEOPLE - OUR FOUNDATION AND FUTURE.** THE SUCCESSFUL  
EXECUTION OF AEROSPACE OPERATIONS NOW AND IN THE FUTURE  
DEPENDS ON EFFECTIVE COMMAND AND LEADERSHIP.

**118. (U) VECTOR 1 - RESULTS-FOCUSED OPERATIONAL CAPABILITY.**  
ACHIEVING EFFECTIVE RESULTS FOR CANADA AND ITS PEOPLE IS OUR  
TOP PRIORITY. WE WILL  
EMPHASIZE RESULTS THROUGH DOMESTIC MISSIONS THAT PROTECT  
SOVEREIGNTY, PROTECT CANADIANS, PROTECT CANADIAN RESOURCES  
AND DEFEND CANADA. WE WILL EMPHASIZE RESULTS ABROAD THAT  
PROTECT CANADIAN SECURITY INTERESTS THROUGH OPERATIONS OTHER  
THAN WAR AND DEFEND CANADIAN SECURITY INTERESTS THROUGH  
COMBAT OPERATIONS. TO ACHIEVE THESE RESULTS, WE WILL:

**1A. (U) ACTIVELY PURSUE THE ACQUISITION OF AEROSPACE**  
SURVEILLANCE CAPABILITIES CAPABLE OF MONITORING, DETECTING,  
AND IDENTIFYING UNAUTHORIZED AND UNWANTED ACTIVITY IN, AND  
APPROACHING, CANADA'S AIRSPACE AND MARITIME AREAS.

**1B. (U) WE WILL ALSO ACTIVELY PURSUE THE ACQUISITION OF ACTIVE**  
CONTROL CAPABILITIES AGILE ENOUGH TO DETECT AND ACTIVELY  
RESPOND TO A BROAD RANGE OF POTENTIAL THREATS, INCLUDING  
CRUISE MISSILES.

**1C. (U) WE WILL EXPLORE NEW RELATIONSHIPS WITH THE NAVY SO**  
AEROSPACE CONTROL AND MARITIME SURVEILLANCE AND CONTROL ARE  
EXECUTED JOINTLY WITHIN CANADA.

**1D. (U) WE WILL ENTER INTO EARLY DISCUSSIONS WITH THE ARMY AND**  
NAVY ON AEROSPACE POWER CAPABILITIES THAT COULD MORE  
EFFECTIVELY AND EFFICIENTLY MEET THEIR REQUIREMENTS.

**1E. (U) WE WILL IDENTIFY AND APPLY LESSONS FROM THE RECENT USE**  
OF AEROSPACE POWER WORLDWIDE AND ACQUIRE INCREASINGLY PRECISE  
TARGETING, WEAPONS AND WEAPONS SYSTEMS TO ACHIEVE EFFECTS  
WHILE MINIMIZING CASUALTIES AND COLLATERAL DAMAGE TO MORE  
EFFECTIVELY CONTRIBUTE TO COALITION OPERATIONS.

**1F. (U) WE WILL ALSO APPLY LESSONS THAT HAVE CONFIRMED THE**  
NEED TO MOVE TO INCREASINGLY NETWORK-ENABLED AND  
EFFECTS-BASED OPERATIONS, ESPECIALLY FOR TIMESENSITIVE  
TARGETING TO SIGNIFICANTLY IMPROVE OUR EFFECTIVENESS IN ALL  
OF OUR OPERATIONS.

**1G. (U) WE WILL CONTINUE TO CONTRIBUTE TO THE OPERATIONS OF**  
OTHER GOVERNMENT DEPARTMENTS FOR SUCH THINGS AS EMERGENCY AND  
DISASTER RELIEF, ENVIRONMENTAL MONITORING AND HUMANITARIAN  
ASSISTANCE. WE WILL ALSO EXPLORE MORE EFFECTIVE WAYS OF  
CONDUCTING AIR MOBILITY OPERATIONS AND DOMESTIC SEARCH AND  
RESCUE.

**19. (U) VECTOR TWO - RESPONSIVE EXPEDITIONARY CAPABILITY.**  
THE AIR FORCE HAS BEEN SUCCESSFUL IN RESPONDING TO CHALLENGES  
AT HOME AND ABROAD IN

THE PAST, BUT TO DO SO MORE EFFICIENTLY, IT WILL NEED TO TRANSFORM INTO AN EXPEDITIONARY AIR FORCE. THE AIR FORCE WILL CREATE TACTICAL SELF SUFFICIENT UNITS OF AEROSPACE CAPABILITY, CALLED AIR EXPEDITIONARY UNITS. THESE UNITS WILL BE DESIGNED WITH INTEGRAL MILITARY AIR MAINTENANCE, COMMAND, CONTROL AND SUPPORT ELEMENTS. OUR AIR FORCE SUPPORT CAPABILITY WILL BE RE-DESIGNED SO THAT IT BECOMES ALIGNED TO THIS REVISED OPERATIONAL FORCE STRUCTURE. BEING AN EXPEDITIONARY AIR FORCE ALSO MEANS HAVING THE ABILITY TO DEPLOY AND RE-DEPLOY GLOBALLY SO AS TO OPERATE AND SUSTAIN FORCES FROM DEPLOYED LOCATIONS WITHIN CANADA AND AROUND THE GLOBE, INCLUDING UNPREPARED LOCATIONS. THE AIR FORCE WILL REQUIRE ACCESS TO INTER-THEATRE AIRLIFT, INTRA-THEATRE AIRLIFT AND AIR-TO-AIR REFUELLED CAPABILITY THAT WILL MOST EFFECTIVELY AND EFFICIENTLY MEET THESE NEEDS AND THE AIRLIFT NEEDS OF THE ARMY AND NAVY. THIS EXPEDITIONARY FRAMEWORK WILL ENABLE THE AIR FORCE TO SUSTAIN DEPLOYED OPERATIONS BETTER. IT WILL ALSO SERVE OUR PEOPLE BETTER BY PROVIDING SOME PREDICTABILITY IN THEIR LIVES AND PROVIDE THEM THE MEANS TO CLEARLY ARTICULATE WHAT THE AIR FORCE CAN AND CANNOT DO, FROM TOP TO BOTTOM.

**120. (U) VECTOR THREE - TRANSPARENT INTEROPERABILITY** TO ACHIEVE TRANSPARENT INTEROPERABILITY, WE WILL NEED TO PURSUE SPECIFIC MEASURES.

**1A. (U)** WE WILL IMPROVE INTEROPERABILITY WITH UNITED STATES MILITARY THROUGH PARTICIPATION IN LARGE-SCALE COALITION 'FLAG' EXERCISES, COMBINED AIR OPERATIONS CENTRE TRAINING, PERSONNEL EXCHANGE PROGRAMS, SQUADRON DEPLOYMENTS AND DISTRIBUTED MISSION OPERATIONS. OPERATIONAL INTEROPERABILITY IN THE FUTURE WILL REQUIRE ABILITIES TO COMMUNICATE SECURELY AND WITH SOME DEGREE OF ASSURANCE, TO SHARE INFORMATION AND AWARENESS BY DATA-LINK, TO AVOID FRATRICIDE AND, IN THE CASE OF OFFENSIVE PLATFORMS, TO BE CAPABLE OF PRECISELY DELIVERING AIR-TO-SURFACE MUNITIONS. TO ENABLE THIS INTEROPERABILITY, THE AIR FORCE NEEDS TO ACQUIRE SYSTEMS SUCH AS LINK 16, A DATA LINK SYSTEM USED BY MANY AIR FORCES WITH WHICH TO SHARE DATA AND ENHANCE SITUATIONAL AWARENESS.

**1B. (U)** WE WILL ALSO NEED TO ACQUIRE COMBAT IDENTIFICATION SYSTEMS THAT EFFECTIVELY DISTINGUISH BETWEEN FRIENDLY AND ADVERSARY FORCES. IN ADDITION TO IMPROVING INTEROPERABILITY, THESE SYSTEMS ARE NECESSARY TO OPERATE EFFECTIVELY IN NETWORK-ENABLED ENVIRONMENTS.

**1C. (U)** WE WILL EXPLORE NEW TRAINING OPPORTUNITIES WITH THE ARMY AND NAVY, INCLUDING SYNTHETIC ENVIRONMENT TRAINING, TO IMPROVE JOINT INTEROPERABILITY. TO IMPROVE OPERATIONAL INTEROPERABILITY, WE WILL WORK WITH THEM TO ENSURE OUR COMMAND, CONTROL, AND COMMUNICATIONS SYSTEMS ARE INTEROPERABLE. THE AIR FORCE WILL ALSO IMPROVE INTEROPERABILITY WITH OTHER COALITION PARTNERS. SINCE SECURITY OPERATIONS WILL BECOME INCREASINGLY RELIANT ON INTERAGENCY COOPERATION, EQUIPMENT, DOCTRINE AND PLANNING MUST ALSO TAKE INTO ACCOUNT REQUIREMENTS TO WORK WITH OTHER GOVERNMENT DEPARTMENTS AND AGENCIES, INTERNATIONAL AID AGENCIES AND NON-GOVERNMENTAL ORGANIZATIONS.

**121. (U) VECTOR FOUR: TRANSFORMING AEROSPACE CAPABILITIES.** THE TRANSFORMATION OF AEROSPACE POWER CAPABILITIES WILL REQUIRE CHANGES IN CONCEPTS OF OPERATION, CAPABILITIES, TRAINING AND DOCTRINE. SUCH TRANSFORMATION WILL LEVERAGE THE INTELLECTUAL SKILLS OF OUR PEOPLE AND ADVANCED TECHNOLOGY. A CANADIAN FORCES AEROSPACE WARFARE CENTRE WILL BE FORMED TO EXPLORE FUTURE JOINT AEROSPACE POWER CONCEPTS AND GUIDE EXPERIMENTATION ACTIVITIES TO CONTRIBUTE TO TRANSFORMATION. THIS CENTRE WILL BECOME A FOCAL POINT AND CENTRE OF AEROSPACE OPERATIONS EXCELLENCE IN AREAS SUCH AS SYNTHETIC MISSION REHEARSAL, IDENTIFYING AND APPLYING LESSONS FROM ACTUAL OPERATIONS, CONCEPT DEVELOPMENT AND EXPERIMENTATION, AEROSPACE EDUCATION, AND DOCTRINE DEVELOPMENT. TO TRANSFORM CAPABILITIES, THE AIR FORCE WILL CONTINUOUSLY EXPLOIT NEW TECHNOLOGY TO REALIZE SIGNIFICANT CAPABILITY ENHANCEMENTS. TO TRANSFORM TRAINING, THE AIR FORCE WILL CREATE A DISTRIBUTED SYNTHETIC ENVIRONMENT FOR FLYING TRAINING AND OPERATIONAL MISSION REHEARSAL. THIS ENVIRONMENT WILL ALSO BE USED FOR EXPERIMENTATION, CONCEPT DEVELOPMENT, REQUIREMENTS DEFINITION, ACQUISITION, AND OPERATIONAL TEST AND EVALUATION. WHILE THIS CAPABILITY WILL NOT REPLACE FIRST-HAND SPATIAL AND TEMPORAL EXPERIENCE SUCH AS FLYING, IT WILL COMPLEMENT EXISTING CAPABILITIES SO THAT OVERALL EFFECTIVENESS AND EFFICIENCY ARE ENHANCED.

**122. (U) VECTOR FIVE: TRANSFORMATION-ENABLING LEADERSHIP.** PREPARING FOR THE FUTURE IS AN IMPORTANT RESPONSIBILITY OF THE AIR FORCE. THE AIR FORCE LEADERSHIP HAS EMBRACED THIS STEWARDSHIP RESPONSIBILITY AND WILL INCREASE THE LEVEL OF EFFORT WITH WHICH IT IS DISCHARGED. WE ARE COMMITTED TO THE LONG-TERM TRANSFORMATION GOALS ESTABLISHED IN THIS DOCUMENT AND TO ENSURING THE AIR FORCE REMAINS CAPABLE OF EFFECTIVELY CONTRIBUTING TO THE SECURITY OF CANADIANS. AIR FORCE LEADERS NEED TO BE PROVIDED WITH A RANGE OF EXPERIENCE AND PROFESSIONAL DEVELOPMENT OVER THEIR CAREER WITH WHICH TO ACQUIRE THE BREADTH AND DEPTH OF AEROSPACE KNOWLEDGE REQUIRED TO EFFECTIVELY DEVELOP AND EMPLOY AEROSPACE POWER ACROSS A

SPECTRUM OF ACTIVITY AND CONFLICT.

123. (U) VECTOR SIX: MULTI-SKILLED AND WELL-EDUCATED PEOPLE. DURING THE MID-1990S, THE AIR FORCE CONSOLIDATED SEVERAL OCCUPATIONAL CATEGORIES TO PRODUCE MULTI-SKILLED PROFESSIONALS. WHILE LESSONS ARE STILL BEING IDENTIFIED AND ANALYZED, THE CONCEPT OF HAVING MULTI-SKILLED PROFESSIONALS IN ORDER TO PROVIDE PERSONNEL FLEXIBILITY IN A CONTEMPORARY, PROFESSIONAL AIR FORCE WILL CONTINUE TO BE PURSUED AND APPLIED WHERE IT MAKES SENSE. THE AIR FORCE WILL EXPOSE A GREATER NUMBER OF PERSONNEL TO OPERATIONS THROUGH ITS EXPEDITIONARY FOCUS AND INCREASE ITS EMPHASIS ON AEROSPACE POWER EDUCATION FOR ALL OF ITS PERSONNEL.

124. (U) VECTOR SEVEN: ACTIVELY ENGAGING CANADIANS. THE DEPARTMENT'S STRATEGY IDENTIFIES ENGAGING CANADIANS AS A CRITICAL ACTIVITY OF THE FUTURE CANADIAN FORCES. THE AIR FORCE DOES MANY THINGS TO PROVIDE SECURITY FOR CANADIANS, BUT THIS ACTIVITY IS NOT ALWAYS WIDELY PUBLICIZED. THE AIR FORCE IS ALREADY BEGINNING TO PRODUCE INFORMATIVE MATERIAL AIMED AT EXPLAINING HOW CANADIANS CURRENTLY BENEFIT, OR COULD BENEFIT, FROM OPERATIONS UNDERTAKEN BY THE AIR FORCE ACROSS ITS SPECTRUM OF ACTIVITY.

125. (U) VECTOR EIGHT: IMPROVED RESOURCE STEWARDSHIP. TRANSFORMATION TAKES TIME AND REQUIRES RESOURCES. THE COSTS OF ALL INVESTMENTS NEED TO BE CLEARLY UNDERSTOOD AND PRIORITIZED. AS THE AIR FORCE TRANSFORMS, RESOURCE TRADE-OFFS WILL NEED TO BE MADE. A COMBINATION OF THESE MEASURES AND NEW RESOURCES WILL ENABLE AIR FORCE TRANSFORMATION.

COMMENTS: 1. (C/NF) FIELD COMMENTS. THE CANADIAN AIR FORCE HAS TAKEN A MAJOR STEP TO TRY TO FORGE THEIR FUTURE, PUBLISHING A SERIES OF VISIONARY FRAMEWORK DOCUMENTS TO GUIDE THEM TO A BRIGHTER FUTURE.

12. (C/NF) WHILE THE GOALS ARE ADMIRABLE, THE BIG QUESTION IS - AS IT ALWAYS IS WITH DEFENSE SPENDING IN CANADA - WHERE WILL THE RESOURCES COME FROM? WITHOUT REDUCING INFRASTRUCTURE, RETIRING LEGACY AIRCRAFT, AND MOVING INTO NICHE MISSION AREAS, THE CANADIAN AIR FORCE WILL BE UNLIKELY TO ACHIEVE ITS GOALS. THE GOAL OF HAVING WORLDWIDE DEPLOYABLE, COMBAT-READY, LEADING EDGE FORCES IS VERY OPTIMISTIC AND THE BILLS TO PAY ARE HUGE. PLANNING FOR THE RECAPITALIZATION OF THE FIGHTER FORCE NEEDS TO BEGIN IN A FEW YEARS. CANADA DESPERATELY NEEDS UAV'S FOR MARITIME AND ARCTIC SURVEILLANCE MISSIONS SUPPORTING THEIR SOVEREIGNTY. THERE ARE REQUIREMENTS FOR A FIXED WING SEARCH AND RESCUE (SAR) AIRCRAFT; THEATER AIRLIFT (C-130 CLASS); AND STRATEGIC AIRLIFT. THE ARMY WANTS HEAVY LIFT HELICOPTERS AND THE AIR FORCE WANTS TO INVEST HEAVILY IN DISTRIBUTED MISSION SIMULATION (DMS) - NOT LEAST BECAUSE THEY CAN SAVE OPERATING COSTS AND FATIGUE LIFE ON THEIR AIRCRAFT.

13. (C/NF) STILL, THE FUNDAMENTAL FIRST STEP HAS BEEN TAKEN AND THE AIR FORCE HAS PROACTIVELY MADE THEIR CASE BOTH TO THE OTHER SERVICES AND TO THE GOVERNMENT AND PUBLIC AT LARGE. HOW WELL THEY CONTINUE TO FOLLOW THROUGH WITH THE VISION WILL DEPEND UPON NEW RESOURCES BEING MADE AVAILABLE TO THE AIR FORCE, POLITICAL WILL TO EXECUTE THE PLAN, AND STAYING POWER OF THE AIR FORCE ON THE TASK.

14. (U) SOURCES REMAIN AVAILABLE FOR FURTHER EXPLOITATION.

15. (C/NF) THIS REPORTING SUPPORTS PRIORITY 2, PARAGRAPH 2A, AND PRIORITY 3, PARAGRAPHS 1A, 1B AND 1D OF THE DAO OTTAWA OPERATING DIRECTIVE.

16. (U) DIRECT ANY QUESTIONS CONCERNING THIS IIR TO DHO-1 AT STU III (703) 907-0541, OR GRAY 981-8236.

COLL: (U) AB; AC; AD; AH; AI.  
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DECL ON: X1